

School of Marketing & International Business

## **IBUS 312 MANAGING PEOPLE IN GLOBAL MARKETS**

Trimester One 2012

### **COURSE OUTLINE**

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#### **Contact Details**

**Course coordinator:** Dr. Cheryl Rivers

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**Office hours:**

Monday	11:00 am – 12:00 pm
Wednesday	11:30 am – 12:30 pm

#### **Trimester Dates**

Teaching Period: Monday 5 March – Friday 8 June

Study Period: Monday 11 June – Thursday 14 June

Examination Period: Friday 15 June – Wednesday 4 July (inclusive)

#### **Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before Friday 16 March 2012.
2. The standard last date for withdrawal from this course is Friday 18 May, 2012. After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an '*Application for Associate Dean's Permission to Withdraw Late*' including supporting documentation

The application form is available from either of the Faculty's Student Customer Service Desks.

#### **Class Times and Room Numbers**

Lectures:      Wednesday:      1.40pm – 3:30pm      GBLT2

**Tutorials:** Seven tutorials will take place from week 3 to Week 10 (see course schedule for details). Because of the ANZAC day holiday, no tutorial will occur in week 6.

## Course Content

This course is designed to develop students' competencies in international management. Topics covered include cross-cultural management, human resource management and strategic issues in multinational enterprises (MNEs). A detailed schedule of topics is included under the section entitled *Detailed Course Schedule*.

## Course Learning Objectives

By the end of this course, students should be able to:

1. Apply concepts and terminology commonly used in international management and international human resource management.
2. Define different types of employment relationships within multinational enterprises (MNEs).
3. Examine the interconnectedness between structure and strategies of MNEs and international employment relationships.
4. Analyse and synthesise IHRM issues of global concern.

### Detailed Course Schedule: 2012

Week(s)	Lecture Topic	Tutorial Activity
1	Introduction to course & assessments. The influence of culture on people's attitudes, levels of culture, cultural biases	No tutorial
2	Perspectives and frameworks for cultural analysis: Developing self-awareness and learning about another culture	No tutorial
3	Cultural value theory continued	Tutorial 1: cultural norms and cultural differences of tutorial group. <i>No student preparation is required</i> <i>Students will be put in teams for presentations.</i>
4	Cultural value theory continued	Tutorial 2: The school day. <i>Students must read the 1 page case study (on blackboard)</i>  <i>Explanation of minutes and suggested timing of meetings.</i>
5	Essential skills: communicating across cultural barriers – using interpreters, written communications	Tutorial 3: Magazine article analysis <i>Students must read the assigned magazine article (on blackboard) and bring to class the written answers to the set questions (to be handed in). Team mapping exercise</i> <b><i>Students to submit Part 1 of individual assignment in tutorial.</i></b>
<b>6 APRIL – 22 APRIL (INCLUSIVE) MID-TRIMESTER BREAK</b>		
6	ANZAC Day Holiday	No tutorial <b><i>Marked part 1 will be available for collection (see blackboard for details)</i></b>
7	Negotiation – planning to negotiate with culturally different counterparts	Tutorial 4: Practice using an interpreter. <i>Students are required to come to tutorial with a written transcript for translation practice as per the instructions on blackboard (to be handed in).</i>  <b><i>Students to submit Part 2 of individual assignment in tutorial (part 1 must also be represented).</i></b> Role notes for negotiation will be distributed.
8	Conflict and conflict management	Tutorial 5: Negotiation simulation <i>Students to submit written planning notes for negotiation.</i>
9	<i>Debrief of negotiation</i> Cross-cultural transitions – expatriates, spouses, re-entry.	Tutorial 6: Student presentations of Team Assignment
10	Leadership and motivation	Tutorial 7: Student presentations of Team Assignment
11	Managing culturally diverse teams	No tutorial
12	Review of course	No tutorial
<b>15 JUNE – 14 JULY (INCLUSIVE) STUDY/EXAMINATION PERIOD</b>		

### **Course Delivery**

Tutorials will meet from Week 3 to week 10 (there will be no tutorial in week 6 due to the ANZAC day holiday). You are required to sign up for one tutorial, which will meet for one hour per week. Tutorial sign-up will be through the S-cubed tutorial registration system. Further details for registration and the sign-up date will be notified on Blackboard. All students must have signed up for a tutorial by the end of Week 1. During the tutorials, you will have a chance to interact with your tutor and colleagues, review lecture materials and gain a deeper understanding of the concepts and theories of international business, by applying them in your assignments.

### **Expected Workload**

In addition to classroom hours (lectures and tutorials) you should expect to spend about 10 hours per week on independent study for the course.

Attendance at classes (including tutorials):	2-3 hours per week
Reading and reviewing:	4-5 hours per week
Group work:	2-3 hours per week
Individual assignment:	2-3 hours per week

### **Group Work**

Part of your final course grade (15%) will be related to your group work, in form of preparation and presentation of a “training session” (see *Assessment Requirements for more details*).

You will be allocated to a group in Tutorial 1 (week 3), with whom you will work on your group presentation. Your tutor will seek to make the teams as culturally diverse as possible. Please note that you will not be allowed to alter the composition of your group once it is formed. Part of the reality of international business is that you will be required to work with people with different skills, resources and backgrounds; thus, you will be expected to work through any difficulties your group experiences on your own. Keep in mind that group assessment means that all of your group members will receive a common mark on the group presentation and the minutes of the meetings.

### **Readings**

There is no required text book for this course. Instead, electronic copies of relevant book chapters or journal articles or links will be available on the blackboard site.

**Recommended Journals:** Academy of Management Journal, Academy of Management Perspectives, Academy of Management Review, Asia Pacific Journal of Human Resources, Asia Pacific Journal of Management, California Management Review, European Journal of International Management, International Business Review, International Studies of Management & Organization, Journal of International Business Studies, Journal of International Management, Journal of Management & Organization, Journal of World Business, Management International Review, Thunderbird International Business Review

All of these journals are available on the university library’s databases.

### **Materials and Equipment**

See the course site on **Blackboard**. Announcements pertaining to the course will be posted there. You will also find materials for the course on this site, such as guidelines for all assignments, presentations, handouts as well as the readings and lecture slides (the lecture slides

will be posted after each lecture). Because almost all of your course documents are on this site please make sure that you have access to Blackboard during the first week of class. No additional materials will be permitted during the final examination.

### Assessment Requirements

Your final mark will be comprised of individual and group work. Individual assessment comprises 85% and group work 15% of your final mark. A breakdown of the final mark and description of each piece of assessment follows.

Assessment	Weight	Due Date
Individual assignment Cultural experience analysis & report	25%	Part 1 due week 5 IN TUTORIAL Part 2 (with previously returned Part 1 attached) due week 7 IN TUTORIAL
Team presentation & meeting minutes	15%	Week 9 or Week 10 TBA
Tutorial planning and participation	10%	On-going. Preparation reviewed in specified tutorials.
Final examination	50%	3 hours, date to be advised

*Please refer to the information sheets about these assignments on Blackboard*

### Quality Assurance Note

Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

### Penalties

Late assignment submissions will not be accepted. Exceptions will be made only for special circumstances (bereavement, illness, etc.) where documentation is provided. In other cases, 10 marks will be deducted (out of 100) for each day, or part day, that the assignment is late.

Missing your group presentation because of non-attendance will result in a mark of zero (0). Exceptions will be made only for special circumstances (bereavement, illness, etc.) where documentation is provided. You should also discuss your circumstances with the tutor or lecturer at an early stage if possible.

Any student caught cheating on an assignment or examination will receive an automatic mark of zero (0) and/or disciplinary actions may be taken under the Statute on Student Conduct. This includes plagiarism. You are strongly advised to consult the **Academic Integrity and Plagiarism** policy website which is mentioned at the end of this document.

### Mandatory Course Requirements

All students are required to obtain an overall mark of at least 50%, and a mark of at least 40% on the final examination to pass this course.

## **Class Representative**

A class representative will be elected in the first class, and that person's name and contact details made available to VUWSA, the Course Coordinator and the class. The class representative provides a communication channel to liaise with the Course Coordinator on behalf of students.

## **Communication of Additional Information**

All of your course marks will be uploaded to Blackboard as soon as they are available. Course notices will also be updated under *Announcements*.

## **Use of Turnitin**

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <http://www.turnitin.com>. Turnitin is an on-line plagiarism prevention tool which compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

**For the following important information follow the links provided:**

### **Academic Integrity and Plagiarism**

<http://www.victoria.ac.nz/home/study/plagiarism.aspx>

### **General University Policies and Statutes**

Find key dates, explanations of grades and other useful information at [www.victoria.ac.nz/home/study](http://www.victoria.ac.nz/home/study)

Find out about academic progress and restricted enrolment at <http://www.victoria.ac.nz/home/study/academic-progress.aspx>

The University's statutes and policies are available at [www.victoria.ac.nz/home/about/policy](http://www.victoria.ac.nz/home/about/policy), except qualification statutes, which are available via the Calendar webpage at <http://www.victoria.ac.nz/home/study/calendar.aspx> (See Section C).

Further information about the University's academic processes can be found on the website of the Assistant Vice-Chancellor (Academic) at [www.victoria.ac.nz/home/about\\_victoria/avcacademic/default.aspx](http://www.victoria.ac.nz/home/about_victoria/avcacademic/default.aspx)

### **AVC (Academic) Website: information including: Conduct, Academic Grievances, Students with Impairments, Student Support**

[http://www.victoria.ac.nz/home/about\\_victoria/avcacademic/Publications.aspx](http://www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx)

### **Faculty of Commerce and Administration Offices**

<http://www.victoria.ac.nz/fca/studenthelp/>

### **Te Putahi Atawhai**

### **Maori and Pacific Mentoring Programme**

<http://www.victoria.ac.nz/tpa/>